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b. The NIS Program has unquestionably stimulated and supported the collection and analysis of essential basic intelligence on most world areas. (Attach. A, Page 6, Para. 6.a.)

c. The NIS Program, however, has reached unmanageable infeasible proportions since there is not available in being or in prospect the increased production capability required for timely revision and updating as well as for continued residual initial production of new NIS in the full content scope and depth which has developed in the NIS since its inception. (Attach. A, Page 3, Para. 2.b.)

d. ~~A great amount of~~ Unduly detailed and transitory material has been introduced into the NIS program by agencies and individual analysts in an effort to use it as the vehicle for many forms of intelligence for many different needs. ~~The result has been delays in production scheduling in early coverage of new areas and in the maintenance of a reasonably stable, accurate and timely product.~~ This has contributed to the problem of timely completion of initial coverage and concurrent adequate maintenance. (Attach. A, Page 5, Para. 5.)

e. Among the other principal factors which have adversely affected NIS production are ~~uncertainty as to the identity of the users of the NIS product,~~ changed and expanded requirements and an increased flow of data collected against those needs, the turnover and shift of analytical personnel, problems of performing editorial and substantive review in a consistent and timely fashion, and the impact of crisis situations. (Attach. A, Page 6, Para. 6.a.)

f. The utility of the NIS Program is also adversely affected by ~~the physical bulk of the individual NIS,~~ classification levels, ~~academic stylization,~~ and problems ~~relating to the assignment of priorities.~~ in achieving sufficiently flexible mobilization of contributor agency capabilities to make production scheduling more responsive to changing priorities. (Attach. A, Page 5, Paras. 4.b.c.d.)

~~g. -- Deficiencies in the arrangements for, and conduct of, managerial responsibilities have also been factors leading to the Program's present complexity. -- (Attach. A, Page 3, Para. 2.b.)~~

h. g. ~~A revised~~ The NIS should be directed primarily toward meeting governmental needs for the basic intelligence required as a foundation for strategic and high-level operational planning and for the development of foreign policy. Its composition should reflect emphasis on well-rounded, up-to-date, basic and relatively static intelligence accompanied by only such detail as may be ~~desirable to meet the needs of such users regarding the particular area covered by each NIS~~ required to meet valid user requirements which are not effectively served by other means. (Attach. A, Page 4, Para. 3.b.)

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i. h. If the NIS Program ~~is redirected~~ proceeds as indicated in paragraph h, ~~above g.~~, while lower-level operational needs are met by reliance on other departmental or interdepartmental intelligence, the allocation and expenditure of the production effort for basic intelligence would be brought into better balance. (Attach. A, Page 4, Para. 3.b.)

5. Recommendations:

It is recommended that the United States Intelligence Board:

a. ~~Approve revision of~~ Direct that the NIS Program proceed in accordance with the following broad principles:

(1) The NIS Program should be ~~redesigned~~ concerned primarily toward meeting governmental needs for the basic-type intelligence required as a foundation for strategic and high-level operational planning and for the development of foreign policy. It should not ~~also attempt, as at present, to~~ be expected to meet the needs of lower-level planning and operational elements in the Armed Forces and Department of State and of all other Government agencies which require basic intelligence for the accomplishment of their missions.

(2) The NIS should contain only that essential, relatively static basic intelligence determined to be ~~specifically required~~ a valid requirement for each area covered.

(3) Reliance should be placed primarily upon other departmental and interdepartmental intelligence production to meet needs for more detailed and specialized types of basic intelligence, including those required for lower-level operational planning.

b. ~~Note Direct that, contingent upon USIB approval of a, above, the Coordination Staff, assisted by~~ the Office of Basic Intelligence of CIA and ~~the members of~~ the NIS Committee, and in close consultation with interested departments and agencies, will continue to develop specific measures to implement intended to redirect the Program in consonance with the above-listed principles. ~~and report to the Board thereon.~~ Examples of the such measures, which ~~would be considered~~ should be taken at this time, are the following:

(1) Comprehensive revision of the NIS Standard Instructions ~~Outlines to eliminate material of a transitory and perishable nature, and unnecessary details of little or no value to the primary users.~~ Increased selectivity in NIS Committee scheduling of NIS coverage, with basic reliance on a one-volume General Survey to provide the NIS coverage for each of most foreign areas, supplemented by only that more detailed NIS content needed to effectively meet valid user requirements.

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~~(2) Elimination of the following specific (but not exclusive) elements from the Standard Instructions:~~

~~(a) Chapter VII (Scientific).--It appears that coverage of this subject, over and above that in Section 17 of Chapter I, can be better accomplished by departmental or interdepartmental intelligence with respect to the Sino-Soviet Bloc, for other areas there appears little usefulness in Chapter VII coverage which, in any case, is presently limited to only 16 countries outside the Bloc.~~

~~(b) Chapter IX (Map and Chart Appraisal).--A brief appraisal of mapping and charting would be made a part of the appropriate topical sections of other chapters (Chapters I-VII of the NIS as currently organized).~~

~~(c) Key Personalities.--Needs for biographic information should be met through the facilities and services of CIA and DIA.~~

specific

Confining the Scientific coverage in the NIS to a unit on this subject in each General Survey.

(3) Eliminating Map and Chart Appraisal (heretofore covered by Chapter IX and Section 19 of Chapter I) from the NIS.

(4) Because of the inherent nature of this intelligence, transferring the responsibility for comprehensive biographic information from the NIS Program to existing specialized facilities and services in CIA.

~~(3) Establishment of a Chapter I (Brief) as the mandatory minimum coverage for any NIS area.~~

~~(4) Establishment of an authoritative central point to determine and specify, for each NIS area, any coverage over and above Chapter I which may be required, either in terms of additional chapters or segments of chapters or of modest expansion of sections within Chapter I.~~

~~(5) Establishment of means to ensure critical examination and determination of priorities for the production of NIS, bearing in mind existing coverage and the general availability of information on the particular area.~~

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(6) (5) ~~Development~~ Exploration of effective any feasible
means for reducing the classification of NIS publications
without impairing the validity of the product.

~~(7)~~ (6) Further exploration of Modification of
responsibilities, procedures and format, and of guidance to
producers as to appropriate NIS scope and depth of treatment,
for the more flexible production of NIS, including the
functions and responsibilities of the NIS Committee and OBI,
as required to ensure coordinated implementation of the
principles listed above.

c. Direct that the agencies with NIS production responsibilities
maintain the level and responsiveness of support required to adequately
accomplish the NIS mission on a streamlined and accelerated basis.

/Signature/

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